Organizational Structure

NTT DOCOMO, INC. As of July 1, 2010

	R&D Center	 Research Laboratories R&D Strategy Department Communication Device Development Department Service & Solution Development Department Core Network Development Department Radio Access Network Development Department R&D General Affairs Department
		Strategic Marketing Department Customer Satisfaction Department Product Department Consumer Services Department Frontier Services Department Ubiquitous Services Department Network Department Wireless Technology Standardization Department Services Platform Department Radio Access Network Engineering Department Core Network Engineering Department Network Service Operation Department Network Service Operation Department Advertising & Promotion Department Sales Promotion Department Front Support Center Customer Service Department
		Billing Service Department
	Corporate Marketing Division	Corporate Marketing Department I Corporate Marketing Department II Corporate Marketing Department III Solution Business Department Corporate Marketing Strategy Department
	Global Business Division	
Board of Directors	 Credit Card Business Division 	
		Information Systems Department Procurement and Supply Department
President and CEO Board of Corporate Auditors Corporate Auditors Corporate Auditors		 Corporate Strategy & Planning Department Business Alliance Department Human Resources Management Department General Affairs Department Accounts and Finance Department Intellectual Property Department Legal Department Internal Audit Department Information Security Department Public Relations Department Corporate Citizenship Department
		Investor Relations Department Mobile Society Research Institute
		Branches: Marunouchi, Shinjuku, Shibuya, Tama, Kanagawa, Chiba, Saitama, Ibaraki, Tochigi, Gunma, Yamanashi, Nagano, Niigata
	Regional Offices:	

Hokkaido, Tohoku, Tokai, Hokuriku, Kansai, Chugoku, Shikoku, Kyushu

Subsidiaries and Affiliates

As of March 31, 2010

Subsidiaries

	Voting rights	
Company name	ownership	Business activities
Service subsidiaries: 26		
DOCOMO Service Inc.	100.00%	Support for billing services of mobile phones
DOCOMO Engineering Inc.	100.00%	Design, construction and maintenance of telecommunication facilities
DOCOMO Mobile Inc.	100.00%	Maintenance and logistics of mobile phones and other terminals
DOCOMO Support Inc.	100.00%	Operations of call centers and support for sales agents
DOCOMO Systems, Inc.	100.00%	Development and maintenance of internal information systems, sales of hardware relating to
	100.00%	information systems
DOCOMO Technology, Inc. DOCOMO Business Net Inc.	100.00%	Commissioned business from DOCOMO in research and development of mobile communication
and 19 other companies	100.00%	Sales agent business and sales support business
Other subsidiaries: 99	100.00%	
DOCOMO Capital, Inc.	100.00%	Search for and investment in venture companies with innovative state-of-the-art technology applicable to mobile communications services
DOCOMO Communications Laboratories Europe GmbH	100.00%	Promotion of research activities focused on future mobile network technology Participation in research and international standardization projects in Europe
DOCOMO Communications Laboratories USA, Inc.	100.00%	Promotion of research activities focused on future mobile platform technology
		Proposals and research concerning international standardization
DOCOMO Europe Limited	100.00%	Support for DOCOMO overseas development in Europe
DOCOMO interTouch Pte. Ltd.	100.00%	Holding company for corporate group that provides high-speed Internet connection services for hotels worldwide
DOCOMO PACIFIC, INC.	100.00%	Mobile communications business in Guam and the Commonwealth of the Northern Mariana Islands
Mobile Innovation Company Limited	72.61%	Vehicle traffic control business in Thailand
net mobile AG	81.45%	Management of platforms related to mobile content distribution and billing
NTT DOCOMO USA, Inc.	100.00%	Support for DOCOMO overseas development in the United States
DOCOMO Beijing Communications Laboratories Co., Ltd.	100.00%	Promotion of research activities focused on next-generation wireless communications technology Participation in bodies involved in international standardization and local standardization in China
DOCOMO China Co., Ltd.	100.00%	Provision of mobile solution services for corporations in China
OAK LAWN MARKETING, INC.	51.00%	Direct marketing business focused on TV shopping
Dynastep, inc.	98.36%	Independent and commissioned planning, development and management of certification examinations using mobile phones
Double Square Inc.	98.00%	Planning and creation under contract of content targeting women for local governments and corporate portal sites
D2 Communications Inc.	51.00%	Creation and management of advertising on <i>i-mode</i> website
DOCOMO TAMETAN, INC.	97.71%	Provision of peripheral information on individual corporations and sales areas, plus commissioned planning and creation of content
DOCOMO.COM, INC.	100.00%	Consulting and investment targeting mobile content providers
NIPPON DATA COM Co., Ltd.	66.24%	Information systems, outsourcing, and operational support/temporary staffing businesses
Multimedia Broadcasting, Inc.	51.00%	Proposal of procedures and service planning for the acquisition of broadcasting licensure during bandwidth allocation following the termination of terrestrial analog TV broadcasting
and 80 other companies		
Affiliates: 25		
	20.000/	
Axiata (Bangladesh) Limited	30.00%	Mobile communications business in Bangladesh
Hutchison Telephone Company Limited	24.10%	Mobile communications business in Hong Kong
Hutchison 3G HK Holdings Limited PacketVideo Corporation	35.00%	Holding company for mobile communications business in Hong Kong Provision of middleware for mobile phones
Philippine Long Distance Telephone Company	14.33%	Fixed-line telephone company and full owner of mobile communications operator Smart
		Communications in the Philippines
Tata Teleservices Limited	26.47%	Mobile communications business in India
Telargo Inc.	49.00%	Vehicle traffic control services business
3G Licensing Limited	24.93%	Commissioned licensing work for required W-CDMA patents
AEON MARKETING CO.,LTD	29.00%	Mobile, marketing and sales promotion agent businesses for the AEON Group
Weather Service Co, Ltd.	35.00%	Provision of services offering a full range of weather-related information
Avex Broadcasting & Communications Inc.	30.00%	Membership mobile video distribution business
NTT Broadband Platform, Inc.	22.00%	Services pertaining to wireless network connections, plus merchandise sales utilizing information and communications systems
NTT Resonant, Inc.	33.33%	Communications and portal businesses
Cross Ocean Media, Inc.	20.00%	Advertising business using digital signage installed primarily at Lawson convenience stores
ZENRIN DataCom CO.,LTD.	20.60%	Map, net navigation and Web-GIS businesses for mobile phones
Tower Records Japan Inc.	42.10%	Music and video software sales business
Nippon Telecommunications Network Co., Ltd.	37.43%	Phone line (dedicated line) services
FeliCa Networks, Inc.	38.00%	FeliCa licensing and platform management businesses, hosting business, systems integration, and software business
Sumitomo Mitsui Card Company, Limited	34.00%	Services related to credit cards, loans, warranties and gift cards
Mobile Internet Capital, Inc.	30.00%	Support for venture firms in mobile Internet-related fields and investment fund management
Rakuten Auction, Inc.	40.00%	Internet auction services business
CXD NEXT CO., LTD.	40.00%	Provision of electronic settlement-related services and store support services
The JV, Ltd.	30.00%	Management of McDonald's membership organization, and planning, execution and management of membership-related services and promotions

and 2 other companies